

The Effect of Motivation, Work Discipline, and Organizational Commitment on Employee Performance at PT. Hebsa Indonesia

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ABSTRAK

Sumber daya manusia adalah aset penting dalam sebuah organisasi, dikarenakan memiliki peranan subjek sebagai pelaksana kebijakan dan kegiatan operasional perusahaan. Perusahaan yang memiliki sumber daya manusia yang baik akan memberikan hasil optimal untuk kinerja yang diberikan kepada perusahaan. Sangat penting bagi perusahaan untuk memantapkan perencanaan yang telah dibuat sehingga dapat meningkatkan produktifitas kinerja karyawan. Dilakukannya penelitian ini bertujuan untuk mengetahui pengaruh motivasi, disiplin kerja, komitmen organisasi terhadap kinerja karyawan pada PT. Hebsa Indonesia dengan melibatkan seluruh karyawan yang berjumlah 35 karyawan. Teknik pengambilan sampel pada penelitian ini yaitu menggunakan teknik sampling jenuh. Metode penelitian yang digunakan pada penelitian ini yaitu dengan menggunakan metode kuantitatif. Teknik analisa yang digunakan dalam penelitian ini menggunakan bantuan program perangkat lunak SmartPLS 3 yaitu Partial Least Square (PLS). hasil penelitian ini menunjukkan bahwa motivasi tidak memiliki pengaruh terhadap kinerja karyawan PT. Hebsa Indonesia, sedangkan disiplin kerja dan komitmen organisasi memiliki pengaruh terhadap kinerja karyawan PT. Hebsa Indonesia.

Kata kunci: Komitmen Organisasi; Disiplin Kerja; Motivasi

ABSTRACT

Human resources are a crucial asset in an organization, as they play a key role in implementing policies and operational activities. Companies with good human resources will achieve optimal results in their performance. It is essential for organizations to refine their planning to enhance employee productivity. This research aims to examine the impact of motivation, work discipline, and organizational commitment on employee performance at PT. Hebsa Indonesia, involving all 35 employees. The sampling technique used in this study is saturated sampling. The research method employed is quantitative. Data analysis was conducted using SmartPLS 3 software with the Partial Least Square (PLS) approach. The results indicate that motivation does not have an effect on employee performance at PT. Hebsa Indonesia, while work discipline and organizational commitment do influence employee performance.

Keywords: Work Discipline; Organizational Commitment; Motivation

INTRODUCTION

Human resources are an important asset in an organization or company, because human resources have a role as the subject of implementing company policies and operational activities. An organization or company that has human resources with good performance can provide optimal results for a company. So it is very important for a company to finalize the plans that have been made so that it can increase employee performance productivity.

In managing, organizing and utilizing employees in a company so that they can function productively to achieve company goals, good human resources are needed. Company resources need to be managed professionally to create a balance between employee needs and the demands and capabilities of the company organization.

Therefore, to create good and efficient human resources, supporting factors are needed, including motivation. According to (Fajrina & Kustini, 2022), motivation is the urge to move someone or the desire to give all their energy for a goal. With motivation, employees can be inspired to do more in utilizing their energy and thoughts to achieve company goals. When these needs are met, satisfaction will arise and employee performance will increase.

Apart from motivation, work discipline is one of the factors that can influence employee performance. According to Siswanto (2001) in (Kartikasari & Irbayuni, 2021) Discipline is an attitude of respecting, obeying, following established rules, both written and unwritten, and being willing to carry them out and not avoiding sanctions.

Another factor that can influence employee performance is organizational commitment. According to Luhan (2006) in (Angraini, dkk, 2021) organizational commitment is an attitude that shows employee loyalty and is a person's ongoing process of expressing his concern for the success of the organization.

PT Hebsa Indonesia is a company that operates in the service sector, one of which provides planning and engineering consulting services, where the company must carry out orders according to what consumers want. Based on observations and interviews conducted by the author, obstacles were found related to employee performance levels that were less than optimal. This problem can be seen based on the PT target achievement data report. Hebsa Indonesia has experienced a decline over the last 4 years. Indicated due to a person's lack of motivation in doing work, this can happen if the facilities provided by the company to employees to support their work are still lacking. Apart from that, the rewards given are not what employees expect.

Apart from that, the decline in employee performance can be seen through the high percentage of employee absenteeism data at PT. Hebsa Indonesia in the last 4 years. This is related to work discipline problems of employees PT. Hebsa Indonesia is still lacking such as absence from work. The high number of employees who do not arrive on time and who complete tasks according to the deadline set by the company are not completed. This can cause delays in the work assigned, resulting in the company experiencing a decrease in turnover or the targets achieved cannot be met.

Apart from that, several things that make organizational commitment in a company not high enough are that employees do not feel proud to be part of the company and do not use all their abilities in their work, which can affect the resulting performance. Apart from that, there are still some employees who lack a sense of loyalty to the company.

This research uses SEM PLS with a PLS approach in forming a structural model that is applied to the case of employee performance, where endogenous latent variables are used is

employee performance, and exogenous latent variables which influence the endogenous variables of motivation, work discipline and organizational commitment.

Structural Equation Modeling (SEM) is a statistical analysis technique that has the ability to analyze relationship patterns between latent variables and their indicators. SEM with the Partial Least Square (PLS) approach is a powerful analysis method, because it does not require many assumptions and the sample size does not have to be large Wibisono, dkk (2015)

METHOD

The data collection method used in this research uses library research by collecting some information related to the problem in the research. This information was obtained through journals, articles, or other sources, both print and electronic. Apart from that, it also uses a data collection method which is carried out using a questionnaire which is distributed to 35 employees at PT. Hebsa Indonesia.

The variable measurement scale used in this research is the original scale or what is usually called a rating scale. Regarding the scoring technique in this research questionnaire using the Likert scale technique, according to [5] the Likert scale is a scale used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena.

There are five points in the response scale used:

- Score 1
- Score 2
- Score 3
- Score 4
- Score 5

The analysis technique used in this research uses partial least squares (PLS) with the help of SmartPLS 3 software. PLS is a more appropriate approach for prediction purposes, especially in conditions where the indicators are formative. With latent variables in the form of a linear combination of indicators, predictions of the values of the variables can be easily obtained, so that predictions of the latent variables that they influence can also be easily made [6].

The steps for PLS structural equation modeling with software are as follows:

- designing a structural model (inner model)
- designing a measurement model (outer model)
- construct path diagrams
- Convert path diagrams to systems of equations
- Estimation: Road coefficient, r loading, and weight
- Evaluation of goodness of fit
- Hypothesis test

RESULT AND DISCUSSION

Outer Loading

Assessment of the Outer model (measurement model) by looking at the outer loading factor, discriminant validity and composite reliability and construct.

Table 1 Outer Loading (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)
X1.1 <- Motivation (X1)	0.700	0.624	0.253	2.766
X1.2 <- Motivation (X1)	0.892	0.877	0.205	4.354
X1.3 <- Motivation (X1)	0.828	0.781	0.183	4.523
X2.1 <- Work Discipline (X2)	0.728	0.710	0.129	5.643
X2.2 <- Work Discipline (X2)	0.903	0.891	0.104	8.660
X2.3 <- Work Discipline (X2)	0.814	0.804	0.086	9.420
X2.4 <- Work Discipline (X2)	0.884	0.875	0.080	11.072
X3.1 <- Organizational Commitment (X3)	0.740	0.743	0.161	4.607
X3.2 <- Organizational Commitment (X3)	0.852	0.809	0.186	4.585
X3.3 <- Organizational Commitment (X3)	0.836	0.774	0.238	3.515
Y.1 <- Employee Performance (Y)	0.782	0.734	0.173	4.511
Y.2 <- Employee Performance (Y)	0.784	0.741	0.205	3.831
Y.3 <- Employee Performance (Y)	0.825	0.797	0.182	4.527

From the table above, the validity of indicators is measured by looking at the Factor Loading Value of the variable to the indicator. It is said that the validity is sufficient if it is greater than 0.5 and/or the T-Statistic value is greater than 1.96 (Z value at $\alpha = 0.05$). Factor Loading is a correlation between an indicator and a variable. If it is greater than 0.5, it is considered that its validity is met. Likewise, if the T-Statistic value is greater than 1.96, then its significance is met.

Based on the outer loading table above, all reflective indicators on the variables Motivation (X1), Work Discipline (X2), Commitment (X3), and Employee Performance (Y), show factor loadings (original sample) greater than 0.50 and or significant (T-Statistic value more than Z value $\alpha = 0.05$)

Table 2. Average Variance Extracted (AVE), and Composite Reliability, and R-Square

	AVE	Composite Reliability	R-Square
Work Discipline (X2)	0,697403	0,901541	
Performance Employee (Y)	0,635982	0,839694	0,727829
Commitment (X3)	0,657270	0,851457	
Motivation (X1)	0,656857	0,850466	

The next measurement model is Average Variance Extracted (AVE), which shows how much indicator variance is contained in the latent variable. If the convergent AVE value is greater than

0.5, it indicates that there is good validity for the latent variable. For reflective indicators, the AVE value of each construct (variable) must be greater than 0.5 for the model to be considered good.

While Composite reliability is an index that shows the extent to which a measuring instrument can be trusted to be relied upon. Construct reliability testing is carried out by looking at the composite reliability value of each construct. Reliability refers to the consistency of a measuring instrument in assessing the same symptoms. A construct is declared reliable if it has a composite reliability value above 0.7 Fernanda (2022).

Based on the research results above, the AVE test results for the Motivation variable (X1) are 0.697403, the Work Discipline variable (X2) is 0.635982, the Commitment variable (X3) is 0.657270, and Employee Performance (Y) is 0.656857, These four variables show a value of more than 0.5, so overall the variables in this study can be said to have good validity.

While the Composite Reliability test results show that the Motivation variable (X1) is 0.850466 the Work Discipline variable (X2) is 0.901541, the Commitment variable (X3) is 0.851457, and Employee Performance (Y) is 0.839694, These four variables show Composite Reliability values above 0.70, so it can be said that all variables in this study are reliable.

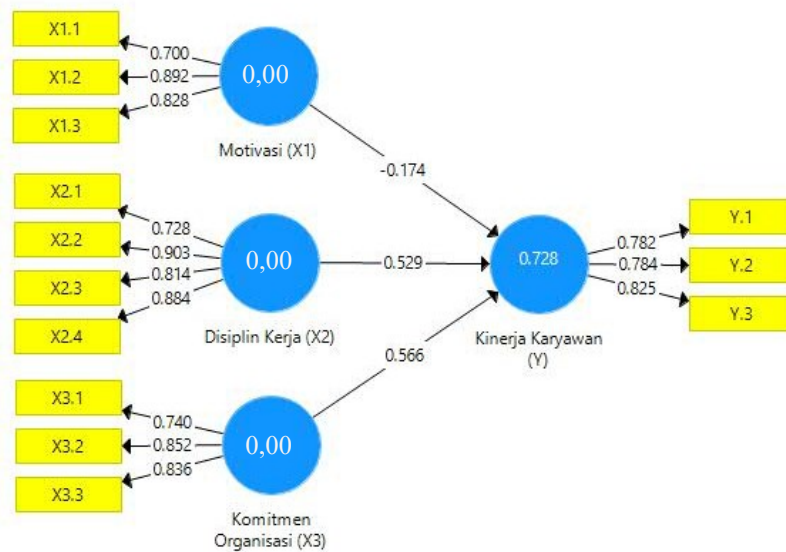


Figure 1 Outer Model with Factor Loading, Patch Coefficient dan R-Square

From the PLS output image above, you can see the magnitude of the factor loading value for each indicator which is located above the arrow between the variables and indicators, you can also see the magnitude of the path coefficients which are above the arrow line between the exogenous variables and the endogenous variables. Apart from that, you can also see the size of the R-Square which is right within the circle of the endogenous variable (Employee Performance variable).

Tabel 3 Path Coefficients (Mean, STDEV, T-Values)

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	P Values	Keterangan
Motivation (X1) - > Performance Employee(Y)	-0,174340	-0,160843	0,229092	0,761005	0,447	Tidak Signifikan (Negatif)
Work Discipline (X2)-> Performance Employee (Y)	0,565770	0,559437	0,130106	4,348521	0,012	Signifikan (Positif)
Commitment (X3) -> Work Employee (Y)	0,528891	0,519397	0,210203	2,516092	0,000	Signifikan (Positif)

From the table above it can be concluded that the hypothesis states:

- H1: It is suspected that motivation has a positive effect on the performance of PT employees. Hebsa Indonesia is unacceptable, with a path coefficient of -0.174340, and a T-statistic value of $0.761005 < 1.96$ (T-table value of $Z\alpha = 0.05$), or P-Value of $0.447 > 0.05$, with Insignificant (Negative) results.
- H2: It is suspected that work discipline influences the performance of PT employees. Hebsa Indonesia is acceptable, with a path coefficient of 0.565770, and a T-statistic value of $4.348521 > 1.96$ (T-table value of $Z\alpha = 0.05$), or P-Value of $0.012 < 0.05$, with Significant (Positive) results.
- H3: It is suspected that organizational commitment influences the performance of PT employees. Hebsa Indonesia is acceptable, with a path coefficient of 0.528891, and a T-statistic value of $2.516092 > 1.96$ (T-table value of $Z\alpha = 0.05$), or P-Value of $0.012 < 0.05$, with Significant (Positive) results.

DISCUSSION

1. The Effect of Motivation on Employee Performance

Based on the results of research that has been carried out, the results show that motivation does not have a positive effect on the performance of PT employees. Hebsa Indonesia so it does not match the proposed hypothesis. Strengthened by the results with a path coefficient of -0.174340, and a T-statistic value of $0.761005 < 1.96$ (T-table value of $Z\alpha = 0.05$), or P-Value of $0.447 > 0.05$, with results Not Significant (Negative).

Based on descriptive analysis of motivation variables, the indicator with the highest percentage is good supervision conditions. Lack of good supervision in the form of direction and guidance when employees work is not optimal so it can reduce employee morale to improve their performance at PT. Hebsa Indonesia. Lack of good supervision can have a negative effect on employee productivity. On the other hand, if the company pays attention to good supervision by providing maximum work direction and guidance, employees may be motivated in carrying out

their duties and responsibilities, which can have a positive impact on the performance of PT employees. Hebsa Indonesia.

This research is in line with research conducted by Hidayat (2021). The results obtained from this research indicate that motivation does not have a positive effect on employee performance. Apart from that, this research is also in line with research conducted by Sari et al (2020). The results of this research show that motivation does not have a positive effect on employee performance.

2. The Effect of Work Discipline on Employee Performance

Based on the results of the research that has been carried out, the results obtained are in accordance with the proposed hypothesis that work discipline has a positive effect on employee performance at PT. Hebsa Indonesia. Strengthened by the path coefficient result of 0.565770, and the T-statistic value of $4.348521 > 1.96$ (T-table value of $Z\alpha = 0.05$), or P-Value $0.012 < 0.05$, with significant results (Positive).

Based on descriptive analysis of work discipline variables, the indicator with the highest percentage is compliance with other regulations in the company. The attitude of complying with the rules regarding what can be done and what cannot be done, such as dressing and behaving in the workplace, reflects employee discipline in carrying out their duties, so that it can make it easier for the company to achieve the goals that have been set.

This research is in line with research conducted by Darmadi (2020) The results obtained from this research indicate that work discipline has a positive effect on employee performance. Apart from that, it is also strengthened by research conducted by Ircham & Iryanti (2022) and Hidayat (2020). The results obtained from this research show that work discipline has a positive effect on employee performance.

3. The Effect of Organizational Commitment on Employee Performance

Based on the results of the research that has been carried out, the results obtained are in accordance with the proposed hypothesis that organizational commitment has a positive effect on performance at PT. Hebsa Indonesia. Strengthened by a path coefficient of 0.528891, and a T-statistic value of $2.516092 > 1.96$ (T-table value of $Z\alpha = 0.05$), or a P-Value of $0.012 < 0.05$, with significant (positive) results.

Based on descriptive analysis regarding organizational commitment variables, the indicator with the highest percentage is employee willingness. Employees want to always give their best abilities at work so as to produce the best work results. This desire encourages employees to be active in operational activities, which ultimately helps them demonstrate professionalism in carrying out their duties at PT. Hebsa Indonesia.

This research is also in line with previous research conducted by Ircham & Iryanti (2022). The results obtained from this research are that organizational commitment has a significant effect on employee performance. Apart from that, it is also strengthened by research conducted by Frimayasa & Lawu (2020). The results of this research show that organizational commitment has a positive effect on employee performance.

CONCLUSION

Based on the results of tests carried out by researchers using PLS analysis related to the influence of motivation, work discipline, organizational commitment on the performance of PT employees. Hebsa Indonesia, can be concluded as follows:

- 1) Motivation does not have a significant effect on employee performance at PT. Hebsa Indonesia. Therefore, companies need to continue to strive to provide motivation to employees so that their performance is maximized so that it will benefit the company.
- 2) Work discipline has a significant or positive effect on the performance of PT employees. Hebsa Indonesia. By increasing employee discipline, maximum performance will be provided to the company.
- 3) Organizational commitment has a significant effect on employee performance at PT. Hebsa Indonesia. The higher the level of organizational commitment, the stronger the emotional bond between employees, which makes employees want to always give the best abilities they have, thereby potentially increasing employee performance.

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